

Date of issue: Monday, 4 April 2022

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Ali (Chair), Brooker (Vice-Chair), Basra, Bedi, Carter, Dhaliwal, Gahir, Qaseem and Smith)
DATE AND TIME:	TUESDAY, 12TH APRIL, 2022 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	MADELEINE MORGAN 07736 629 349

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



GAVIN JONES
Chief Executive

AGENDA

PART 1

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
APOLOGIES FOR ABSENCE			
CONSTITUTIONAL MATTERS			
1.	Declarations of Interest	-	-
	<i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 16th February 2022	1 - 4	-

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

SERVICE IMPLEMENTATION ISSUES

3.	Gender Pay Gap Report	5 - 20	All
4.	Temporary Workers Report	21 - 32	All
5.	Annual Workforce Profile Report	33 - 46	All

FOR INFORMATION

6.	Members Attendance Record 2021/22	47 - 48	All
----	-----------------------------------	---------	-----

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds Immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

Covid-19: To accommodate social distancing there is significantly restricted capacity of the Council Chamber and places for the public are very limited. We would encourage those wishing to observe the meeting to view the live stream. Any members of the public who do wish to attend in person should be encouraged to contact the Democratic Services Officer.

Employment & Appeals Committee – Meeting held on Wednesday, 16th February, 2022.

Present:- Councillors Brooker (Vice-Chair, in the Chair), Basra, Bedi, Carter, Dhaliwal, Gahir (from 6.40pm), Qaseem (from 6.50pm) and Smith

Apologies for Absence:- Councillor Ali

PART 1

15. Declarations of Interest

None were declared.

16. Minutes of the Meeting held on 19th October 2021

Resolved – That the minutes of the meeting held on 19th October 2021 be held as a correct record.

17. Pay Policy Statement Update 2022/2023

The Associate Director, Customer provided the Committee with an overview of the Pay Policy Statement for 2022/23. Local authorities were required under the Localism Act 2011 to publish a statement covering matters such as the pay of the authority's staff and Chief Officers. The salary scales in the document were the current scales set for 2020/21, and did not yet include a pay award for 2021/22 as this had not yet been agreed at national level. The Committee was asked to recommend approval of the Pay Policy Statement to Council.

(Councillor Gahir joined the meeting)

The Associate Director confirmed that the Council was committed to complying with the obligation to pay the National Living Wage. Members raised questions on a number of issues including honoraria payments, market supplements, secondments and travel expenses. It was explained that honoraria payments were made in recognition of outstanding work over and above the normal scope of duties and was subject to approval by the relevant Executive Director, as well as Finance and HR. Market supplements were paid in exceptional circumstances for critical or 'hard to fill' jobs and would each be subject to a benchmarking exercise. Members asked for details of the number of market supplements in the next report. Secondments during Covid times had mainly been in the form of temporary re-deployment of staff according to need and maintaining essential services in response to Covid-19. On travel expenses, a member asked if these were on a par with other Borough Councils and it was confirmed that these followed nationally recognised rates.

Employment & Appeals Committee - 16.02.22

Some Members raised questions and concerns over the structure and salary levels of senior level positions in the Council given the financial and governance issues the authority had identified in the past year. The Committee was informed that the Council was working on a recovery, renewal and improvement plan which would review the future shape of the organisation, including the top tiers of management. It was expected this plan would be in place by the end of May 2022.

(Councillor Qaseem joined the meeting)

A member asked if the Chief Executive was still being paid in full. The Associate Director confirmed that the Chief Executive was currently on sick leave and any payment made would be in accordance with the terms and conditions of the role.

At the conclusion of the discussion, the Committee agreed to recommend approval of the Pay Policy Statement to Council, subject to the incorporation of the final pay award into the pay scales when national agreement was reached.

Resolved – That the Pay Policy Statement 2022/23, as appended to the report, be approved.

18. Temporary Workers

The Employee Relations and Policy Manager outlined the key points of the Temporary Workers report, highlighting that spend in Quarter 3 (October – December 2021) had increased by £232,729 from the previous quarter. This increase had resulted from a higher number of leavers during Q3, which had required engaging more temporary workers. On recruitment, vacancies were usually advertised internally first and then externally if they could not be filled by internal candidates or where there were skills shortages. A number of advertised positions had attracted no applicants, and some roles such as qualified social workers and planners were consistently hard to fill on a permanent basis. The Council's position in this was not unique, as there were widespread difficulties currently with local authorities struggling to recruit into these specialist roles. There were workforce plans in plan in social care in particular to try to address the recruitment and retention issues.

A minor error in Table 3 in the report was noted, where the percentage figure for October 21 should read 16% and not 22% as given.

Members commented on the accuracy of the recorded reasons for staff leaving and raised concern about the impact the financial issues had on staff morale. It was acknowledged that staff leaving numbers had been relatively high in the quarter covered by the report, and statistics on reasons for leaving were taken from feedback from staff and exit interviews. The Employee Relations and Policy Manager confirmed that all staff including temporary workers were included in staff surveys, and that another survey should be due in the near future. The Committee recognised that it was a natural feature of

Employment & Appeals Committee - 16.02.22

the workplace that staff would leave for other positions, but Members highlighted the importance of trying to retain skilled staff wherever possible and ensure recruitment programmes emphasised the many positive aspects about working for the Council, including the benefits of the professional challenge and personal development opportunities employees coming to work in Slough would receive.

Suggestions from Members also included having plans to attract people into Council roles on apprenticeships or similar schemes, and outreach in schools or universities to offer career progression. The Employee Relations and Policy Manager expressed support for these suggestions and reported that there were currently 24 apprenticeships across the Council with hopes to increase this number, and also several networks and partnerships with local educational and other borough partners.

Members requested further statistics or details on the following points:

- The number of current agency-filled posts which were covering long-term sickness absences
- The cost difference of employing an agency staff member in a role as opposed to a permanent staff member
- Further detail and information on how the current ratio of agency staff (at 20% of the total workforce) compared with previous years at Slough Borough Council and with other local Councils
- Further details and statistics on the agency workers employed in specialist roles (which were omitted from Chart 2 of the report)

This information would be collated and provided in future reports to the Committee.

At the conclusion of the discussion, the report was noted.

Resolved – That details of the report be noted.

19. Workforce Profile Report

The Employee Relations and Policy Manager introduced the Workforce Profile report. The purpose of the report was to present the Committee with workforce profile details for the Council, based on data collected in mid-January 2022.

Members' main concern on the report was the relatively low numbers of staff who had disclosed their ethnicity or any disability. 6.3% of the workforce (68 staff members) had a declared disability, but 716 staff members had not disclosed their status, and similarly on ethnicity data 634 staff members had not disclosed their status. It was explained that HR were making efforts to encourage staff members to provide this information, and the improved Agresso system would lead to better reporting on HR issues and statistics, but this was also a sensitive issue for some individuals and ultimately a self-declaration process.

Employment & Appeals Committee - 16.02.22

A question was asked about sickness, as it accounted for 54 of the 71 cases being taken through the Council's HR Policies and Procedures. The Officer highlighted the wider context that SBC had a sickness absence rate of 4.2% against a national average of 5.4% for the same period so the overall sickness absence rate compared with the other authorities. Nevertheless, addresses the HR issues for the relatively small number of staff with sickness absence issues was a key area of policy and focus for the Council, and a new 'stress and wellbeing' programme was being rolled out. In answer to a question on sick leave related to disciplinary proceedings, it was explained that an occupational health assessment was arranged where appropriate, and based on the results of this assessment virtual or in-person meetings could be arranged to enable the disciplinary process to continue.

In answer to a question on employment tribunals, it was explained that out of 13 cases cited, 7 had been responded to. Figures were not available for how many cases had been settled by an employment tribunal and this information would be provided at the next Committee. It was confirmed that unions were always involved in tribunal cases, as HR needed to work in partnership with the unions to reach a solution.

In answer to questions on how many staff were currently working from home, it was explained that the Council had a home working policy, in line with national guidelines, during Covid lockdown. In terms of staff returning to the office the Council were working on a phased approach, with emphasis on how teams could best operate effectively, rather than setting a number of days per week to be worked. The situation would be reviewed again in approximately 6 weeks time, and an update on this would be provided at a future Committee.

In future, the workforce profile would be updated annually and reported to the Employment and Appeals Committee in April each year.

The report was noted.

Resolved – that details of the report be noted.

20. **Members Attendance Record 2021/22**

Resolved – That details of the Members Attendance Record 2021/22 be noted.

21. **Date of Next Meeting - 12th April 2022**

The date of the next meeting was confirmed as 12th April 2022.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.40 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee

DATE: 12th April 2022

CONTACT OFFICER: Christine Ford, Diversity and Inclusion Lead

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

GENDER PAY GAP REPORT**1 Purpose of Report**

To present members with the 2021 Slough Borough Council statutory gender pay gap figures and report for review and comment.

2 Recommendation(s)/Proposed Action

That the Committee note the results of the 2021 gender pay gap for Slough Borough Council employees and associated recommendations.

3 The Slough Joint Wellbeing Strategy and the JSNA

Reducing inequalities and promoting improved outcomes for all groups relates to all aspects of the Slough Joint Wellbeing Strategy's priorities.

4 Other Implications**(a) Financial**

There are no financial implications of the proposed action in terms of allocated budgets.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Compliance with Gender Pay Gap Reporting	Legal challenge of non-compliance with duty to report gender pay gap.	Gender Pay Gap calculations have been based on statutory guidance and regulations using currently available payroll data.		GPG built into Agresso Payroll/HR reporting function

	Inequality in the workforce can affect recruitment and retention of staff	Report recommendation include actions on recruitment and retention		
	Can help identify any potential areas of indirect discrimination	EIAs conducted and data analysed		

(c) Legal Implications

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 relevant employers are required to publish for 2017 and each subsequent year, the following information:

- The difference between the mean hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees
- The difference between the medium hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees
- The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
- The difference between the medium bonus pay paid to male relevant employees and that paid to female relevant employees
- The proportions of male and female relevant employees who were paid bonus pay, and
- The proportion of male and female full pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

Relevant employers are those with a headcount of 250 or more. The guidance recommends adding a narrative to the report and an action plan, although publishing this is discretionary.

(d) Equalities Implications

In addition to the specific duty to report on gender pay gaps, the Council has a public sector equality duty under section 149 of the Equality Act 2010, which requires public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Recruiting and retaining a diverse workforce that reflects the wider community of Slough will help to meet this duty and ensure that proposals, decisions and service

delivery is led and managed by staff with a diverse approach and background. This should help the Council in its decision-making processes.

By having an action plan, the Council aims to promote inclusion and gender equality in terms of pay.

Workforce

The council is committed to being an inclusive employer, promoting equality of opportunity for women and reducing the gender pay gap where possible.

5 **Supporting Information**

- (a) Since 2017, all organisations employing more than 250 staff are required by law to publish their gender pay gap (GPG) annually. SBC has met this obligation each year, including in 2020, when the government suspended the legal requirement due to the emerging COVID-19 pandemic (consequently over half of eligible employers failed to report). The requirement was further delayed in 2021, with the reporting deadline for that year extended by a further 6 months. In 2022, the reporting deadline has returned to its usual March deadline.
- (b) Many UK organisations will be seeing the exceptional impacts of the pandemic on the structures of their workforces, including the impacts of the furlough scheme and reduced working hours. Certain sectors (hospitality, leisure, retail etc.) have been disproportionately affected and these tend to be sectors that employ large numbers of women. Further comparisons will become available once all organisations have filed their figures, but based on 9, 628 organisations who reported last year, the average median gender pay gap was **10.4%** across all sectors. The sectors with the largest pay gaps on average were Education (26%), Finance and Insurance (24%) and Construction (23.8%). Public Administration (which includes local government) had an average median gender pay gap of **9%**.
- (c) Overall gender equality remains a strength at SBC. The council employs more women than men in all pay quartiles and in the last staff engagement survey (conducted Oct 2020), 70% of respondents agreed that there was gender equality for staff. The council has striven to support those with caring responsibilities (which remain mainly women) with a suite of HR policies, including flexible and agile working and enhanced maternity pay. However, as is the case in many organisations, women remain under-represented in the most senior positions and gender occupational segregation can still be seen in some areas of the workforce. Often those sectors which tend towards lower pay (e.g. the care sector) have a largely female workforce. As a council it is essential that we remain fully committed to calculating and publishing our gender pay gap figures as this is crucial in promoting wider diversity and inclusion in the workplace.
- (d) 2021 Figures (please see Appendix A for full report)
The figures show that on mean average, women **earn 0.91 % less than men**. This is a reduction in the mean pay gap from last year (10 %). The median average has, though, increased to 3.82 % (from a negative value in favour of women of -3.1% in 2020) meaning **that women's median pay rate is now lower than that of men's**

Mean gender pay gap %	0.91%
Median gender pay gap %	3.82%

In real salary terms:

- Mean male hourly rate: £16.57
- Mean female hourly rate: £16.42
- Median male hourly rate: £15.70
- Median female hourly rate: £15.10

When we look at future aspirations to reduce the gender pay gap, we must be aware that the council's GPG figures are likely to fluctuate for several years, as we stabilise the permanent workforce and re-shape services. For this reason, the recommendations in Appendix A focus on understanding and mitigating where we can the impact of these decisions on gender quality in our workforce, and seek to develop practical steps which will further support our female staff in the workplace.

1. Continue with staff engagement, through surveys, focus groups and the SBC Women's Network Group
2. Complete impact assessments on future restructuring plans and seek to identify and mitigate negative impacts where possible.
3. Continue with anonymised recruitment processes and statistical analysis of workforce profiles.
4. Update, develop and monitor HR policies to support gender equality
5. Explore opportunities for partnership working with other organisations around training, mentoring and sponsorship schemes.

(e) The gender pay gap figures have been published on the national gender pay gap website <https://gender-pay-gap.service.gov.uk/> as per the statutory requirements.

6 **Comments of Other Committees**

None

7 **Conclusion**

The council is committed to improving gender equality in its workforce and will strive to be an employer where women are supported at all levels. Our gender pay gap remains lower than average, however any restructuring will impact on future figures.

8 **Appendices Attached**

'A' - 2021 Gender Pay Gap Report

9 **Background Papers**

None

Slough Borough Council Gender Pay Gap Report 2021

Gender Pay Gap Summary

Gender Pay Gap Regulations require all organisations which employ 250 staff or more to publish the pay gap from the preceding year. This is our annual gender pay gap report for the snapshot date of 31 March 2021.

The gender pay gap shows the difference in average hourly pay between all men and women in a workforce. It is different to *equal pay* – that is men and women being paid the same amount for the same or comparable work. It is unlawful to pay people differently for work of equal value because of their gender. To ensure equal pay, Slough Borough Council (SBC) operates a transparent pay grade system, and all positions are subject to a strict job evaluation process.

The figures only relate to directly employed staff. Agency workers, self-employed consultants etc. are not included as per the reporting regulation.

Page 10 The legislation requires us to look specifically at the mean and median average **hourly** pay rates, based on full-time equivalent salaries. The gap reported is the percentage difference between men and women – the gender pay gap. The mean and median gender bonus gap, the proportion of men and women receiving a bonus and the proportion of men and women in each pay quartile are also reported as part of the requirements.

Key Findings:

- The mean gender pay gap is 0.91%. This has **decreased** from 2020, when it was 10%.
- The median gender pay gap is 3.82%. This has **increased** from 2020, when it was -3.1%.
- Dividing our workforce into four equal-sized pay groups, based on hourly pay rate, shows that women

outnumber men in all the pay quartiles.

- The council does not pay performance related bonuses*

Structural causes of the Gender Pay Gap:

- Whilst the council continues to employ more women than men in all pay quartiles, there are still a disproportionate number of men in the very highest paid grades, compared to the overall gender profile of the council workforce (currently 61% women, 39% men as of March 2022).
- Women continue to make up the vast majority of employees working part-time; part-time working is much more prevalent in lower and lower - middle pay grades and is not generally seen in more senior positions.
- Occupational segregation by gender is persistent in some service sectors, with low paying sectors (such as Care and Administration) tending to employ more women and higher-paying sectors (such as Planning, Highways, Engineering etc.) tending to employ more men.
- Women are much more likely than men to take periods of unpaid leave (including parental, maternity etc.)

* For the purposes of the reporting requirements, we are required to include long-term service awards. These are small sums (up to £750) where the sole criteria for receipt is length of service. In the 2021 reporting period, 36 members of staff received these. Percentage of men receiving was 2.2%, percentage of women receiving was 3.16%. The mean bonus gap was 35.83% and the median bonus gap was 50%. In this period, several men had completed the maximum service of 40 years (£750 bonus), whereas the women has on average completed 20 years (£250 bonus).

The Impacts of recent organisational change on this year's mean and median figures:

- The reduction in mean average pay gap is most likely due to the impact of the restructuring of senior management in late 2020. The council almost halved its senior leadership team and rationalised salaries into a much flatter structure. This impacted the number of positions which were highest paid, which were more likely to be occupied by men. There was a considerable reduction in the male mean hourly rate between March 2020 and March 2021.
- The council has tended over the years to have a median gender pay gap that is lower than the mean – this usually occurs when there are major outliers in the high end of the salary distribution, even when overall workforce and quartile representation favours women. In previous years there were more senior positions in the council structure, which were more likely to be occupied by men thus creating these outliers and raising the mean average above the median average.

Gender Pay Gap Actions

What are we doing to address our gender pay gap?

By December 2022 we will be completing further analysis of:

- The number of men and women recruited into the council at all levels
- The number of men and women leaving the organisation.
- The number of men and women working flexibly and their level within the organisation.
- The number of men and women in each role and the paygrade.

We will be developing actions around the following:

- Improving staff engagement on gender equality issues, through surveys, focus groups and the SBC Women's Network Group
- Ensuring impact assessments on future workforce restructuring plans are completed to allow us to identify and mitigate negative impacts where possible.
- Developing our recruitment strategy to encourage women applicants across all levels of the organization and in those sectors where women applicants are under-represented.
- Continuing to update, develop and monitor HR policies to support gender equality, including Family Friendly Policies, Dignity at Work, Flexible and Agile Working and Menopause Support and Guidance.
- Exploring opportunities for partnership working with other organisations around training, mentoring and sponsorship schemes.

Mean and Median Pay Gap

Pay Quartiles

Our mean gender pay gap has decreased from 2020



Our median gender pay gap has increased from 2020



In each pay quartile, there are more women than men. The highest quartile representation of women is in the lower-middle at 63.2%. The highest quartile representation of men is in the top quartile at 41.7%.

Top quarter (highest paid)



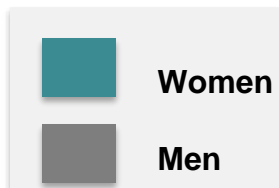
Upper middle quarter



Lower middle quarter



Lower quarter (lowest paid)



Action Plan Development Recommendations 2022

Recommendation		
✓	Reviewing the current recruitment process, including the wording of job advertisements to include “flexible by default” options, ensuring all applications are anonymised during shortlisting.	Recruitment Manager/D and I Lead – commencing April 2022 (NB anonymised applications in place)
✓	Ensuring all interview panels are gender-balanced wherever possible.	Recruitment Manager - by April 2022
✓	Increasing awareness around apprenticeship schemes to encourage more employees to improve their skills and experience giving them the opportunity to progress their career.	Workforce Development Manager by March 2023
✓	Encouraging applications from women in areas which have traditionally been dominated by male applicants	Recruitment Manager – commencing June 2022
✓	Promoting and monitoring take-up of flexible and agile working arrangements by gender and level within the organisation.	Diversity and Inclusion Manager – commencing June 2022
✓		

Recommendation

- | | | |
|---|---|--|
| ✓ | Supporting career development through internal schemes and exploring training and mentoring opportunities with partner organisations | Workforce Development Manager – by March 2023 |
| ✓ | Promoting equality and diversity organisational objectives around gender. | Diversity and Inclusion Lead – by December 2022 |
| ✓ | Developing HR policies to support women in the workplace, including Flexible and Agile Working, Family Friendly, Dignity at Work and Menopause Support. | ER and HR Policy Manager/ Diversity and Inclusion Lead – on going as per HR Policy Review Schedule |
| ✓ | Identifying any trends for the proportion of men and women who return to work after maternity, paternity, adoption or shared parental leave to resume substantive posts and those that continue in post a year after returning | Diversity and Inclusion Lead - by December 2022 |

Recommendation	
✓ Monitoring exit interview data and identifying any trends to understand if one gender is leaving for common reasons compared to the other.	HR Business Partners/Diversity and Inclusion Lead – 6 monthly review from June 2022
✓ Developing a process to monitor starting pay both on recruitment and promotion for men and women to assess whether there are differences on starting pay as this can be one of the most common causes of the gender pay gap.	ER and HR Policy Manager/ Diversity and Inclusion Lead - by December 2022
✓ Continue to monitor the allocation of additional payments such as market supplements and honorarium awards by gender	HR Business Partners – by December 2022
✓ Ensuring all future staff restructures are subject to equality impact analysis	Diversity and Inclusion Lead - ongoing
✓ Undertaking further engagement with employees on gender equality issues, including focus groups and surveys and continued support and development of the SBC Women’s Network	Diversity and Inclusion Lead - on going and by September 2022

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 12th April 2022

CONTACT OFFICER: Surjit Nagra, Associate Director – Customer / HR

AUTHORS: Dipak Mistry, Employee Relations & Policy Manager

(For all enquiries) (01753) 875727

WARD(S): All

PART I
FOR INFORMATION

TEMPORARY WORKERS

1 Purpose of Report

1.1 This report provides Members of the committee with an update on the Council's use of temporary / agency workers and to respond to questions shown in section 6 that arose at the last meeting in February 2022.

2 Recommendation(s)/Proposed Action

2.1 The Committee is requested to note the report.

3 Slough Joint Wellbeing Strategy, the JSNA and the Five-Year Plan

3.1 The provision of temporary workers does not directly impact on the Slough Joint Wellbeing Strategy.

3.2 The provision does, however, enable the Council to deliver its services to the community through the provision of specialist skills or replacement labour when and where required.

3.3 The proposals within this report meet the Five-Year Plan objectives as follows

- the services engage temporary workers to deliver outcomes 1 to 4 when permanent workers are not available, or specialist skills are required.
- the supplier of temporary workers engages with local suppliers of temporary labour whilst also working with a wider pool to ensure Slough has access to the best available talent to make Slough an attractive place to operate and work.

3.4 Future reports will focus on the links with and the outputs from the ongoing work on responding to the directions and the recovery plan

4 Other implications

(a) Financial

The expenditure on agency and temporary workers for Period (1 January – mid-March 2022) is £3 million. Please note there are still timesheets for March which still need to be processed, so this figure will increase. In July a full year effect on the agency and temporary workers spend for 2021-22 will be presented to the committee

(b) Risk Management

The key risk for the council is the inability to deliver services where skills shortage and turnover of staff are creating gaps, which must be filled with the short-term use of agency / temporary workers. As a long-term issue this risk must be balanced against the over reliance on agency workers and the longer-term use of agency workers where recruitment to permanent roles is unsuccessful. The functional capability assessments being undertaken by the council, as requested by the Commissioners, will support the reduction of agency spend through the functional realignment of services and a clear focus on 'growing our own', investing in training and development, and structured career progression to attract permanent members of staff. Fully costed recovery plans are being developed, which will include a focus on reducing agency workers.

(c) Legal Implications

There are no Legal implications.

(d) Equalities Impact Assessment

There is no requirement for an Equalities Impact Assessment as we do not hold equalities data on agency or temporary workers as they are not our employees.

(e) Workforce

There are no implications for permanent staff. Priority is given to any staff member that are displaced to apply for any suitable vacant posts where they have transferrable skills.

5. Background

- 5.1 In previous meetings members were reminded that Slough Borough Council continues to offer roles to staff on a permanent basis. Opportunities for vacant roles are advertised internally first, and where there are roles with an associated skills shortage, they are advertised both internally and externally at the same time.
- 5.2 Since 1 January 2022 42 posts have been advertised (both internally & externally). 13 of these posts have successfully been appointed to, 29 posts have not been appointed to of which 8 posts had no applications. The posts with no applications included the Hospital Social Work Manager; Clinical Lead and the Reablement Long Term Manager position. These remaining roles are still in the recruitment process
- 5.3 The turnover of staff continues to be a cause of concern as this is impacting services with key specialist skills / knowledge requirements. Table 2 shows that 64 of the 78 staff leaving in the period left as voluntary resignations of which 46 cited career progression or change in

career as the main reason. This has led to engaging additional temporary / agency workers to cover the posts in order to maintain the critical services for our residents. Whilst the preferred approach is to take on permanent employees, this is not always possible. The competition in the local and now increasingly national/global labour market means that many employers are attempting to source high knowledge/skilled employees in an increasingly competitive market.

- 5.4 The Council is working on developing a People Strategy and actions plans which will take into account all the resourcing elements including agency workers.

6. Action points from meeting in February 2022

- 6.1 Committee members requested additional information be supplied, this is detailed in this section.

a) Figures requested on the number of current agency-filled posts which are covering long-term sickness absences.

Currently there are 5 agency workers that are covering posts where staff are on long term sickness absence Below is the detail of where this cover is taking place:

- 4 x posts in Place Directorate - Operative posts being covered
- 1 x post in Adult Social Care - Qualified Social Worker post being covered.

b) The cost difference of employing an agency staff member in a role as opposed to a permanent staff member.

Appendix 2 provides a snapshot view of 23 roles across the council which form part of the agency expenditure in various directorates. The data relating to agency workers shows the total paid to worker which includes the workers rates and the agency fees. The employee costs for the same roles are shown and is inclusive of national insurance and employer pension contributions. In some cases, it is more cost effective to engage an agency worker then have a permanent member of staff.

The data set shows that where there are high levels of % difference, these roles are hard to recruit to and some are key roles for supporting the council's recovery and renewal plans. These include:

- principal financial analyst
- technical solutions architect
- finance business partner
- financial accountant
- interim SEND officer
- IT infrastructure engineer.

c) Further detail and information on how the current ratio of agency staff (at 20% of the total workforce) compares with previous years at SBC and with other local councils.

Slough Borough Council is a small unitary authority that has gone through a sustained period of change, which makes it difficult to make comparisons with other authorities. However, in each report the ratio of agency staff to permanent staff has been reported on the headcount (at that time), please see below Table 1 below.

Table 1 – Last 2 years agency staff at % of total workforce at that time

Year	Agency Staff No	Ratio
July 2020	152	11%
July 2021	261	21%

d) Further detail and statistics on the agency workers employed in specialist roles.

This information is included in Appendix 1.

7. Leavers Information (Employees)

Table 2 below shows that SBC had a total of 78 leavers from 1st January to 18th March 2022 and provides the reasons for leaving and the types of posts that were vacated.

Table 2 – Summary of Leavers reasons and types of posts between 1st January – 18th March 2022

No of Leavers	Reasons for leaving	Further details of reason
64	Voluntary resignations	Career progression (31) Change in career (15) Change in personal circumstances (7) Carer responsibilities (2) Moving away (4) Family / Health (1) Personal health (2) Resigned due to management process (2)
5	Dismissed	Dismissal following formal procedures
7	Retirement	4 x Normal age retirement, 2 X ill-health 1 x Early retirement
5	Fixed Term Contract ended	Expiry of FTC
78	Total	

Types of Post

The posts that have had leavers are across the council and are listed below:

Directorate	Types of post	Reason for leaving
People Children	<ul style="list-style-type: none"> • Assistant Early Years Practitioners / Early Years Officer • SEND • Associate Director • Educational Psychologist • EY Specialist Support Teacher • Senior Admissions & Access Officer 	All due to Voluntary resignation
Corporate Operations	<ul style="list-style-type: none"> • Assistant Customer Services Officer • Facilities Officer • Complaints, Casework & FOI officer • Emergency Planning & Business Continuity Lead • Financial Analyst • Financial Management Accountant • Health & Safety Professional • Leader and Cabinet Support Officer • Senior Employment & Learning Officer 	All due to Voluntary resignation, and Dismissal
People Adults	<ul style="list-style-type: none"> • Social Workers • Occupational Therapist • Day Services • Public Health • Social Work Assistant • Social Worker/Care Co-ordinator 	Due to Voluntary Resignation and Early Retirement / End of Fixed Term Contract (FTC)
Place	<ul style="list-style-type: none"> • DSO Grounds • Construction Professional • Neighbourhood Recharges • Housing • Housing needs • Senior Housing Regulation Officer • Principal Planning Officer • Planning policy • Planning & Strategy • Principal Strategy & Policy Officer • Libraries & Culture Customer Assistant • Locality Hubs & Libraries Operations Lead • Neighbourhood Lead • Principal Technical Enforcement Officer • Principal Environmental Health Officer 	Due to Voluntary Resignation, End of FTC, and Dismissal
Chief Executives	<ul style="list-style-type: none"> • Chief Executive • Executive Assistant • Executive Director of People (Adults) 	Dismissal Voluntary Resignation Career progression

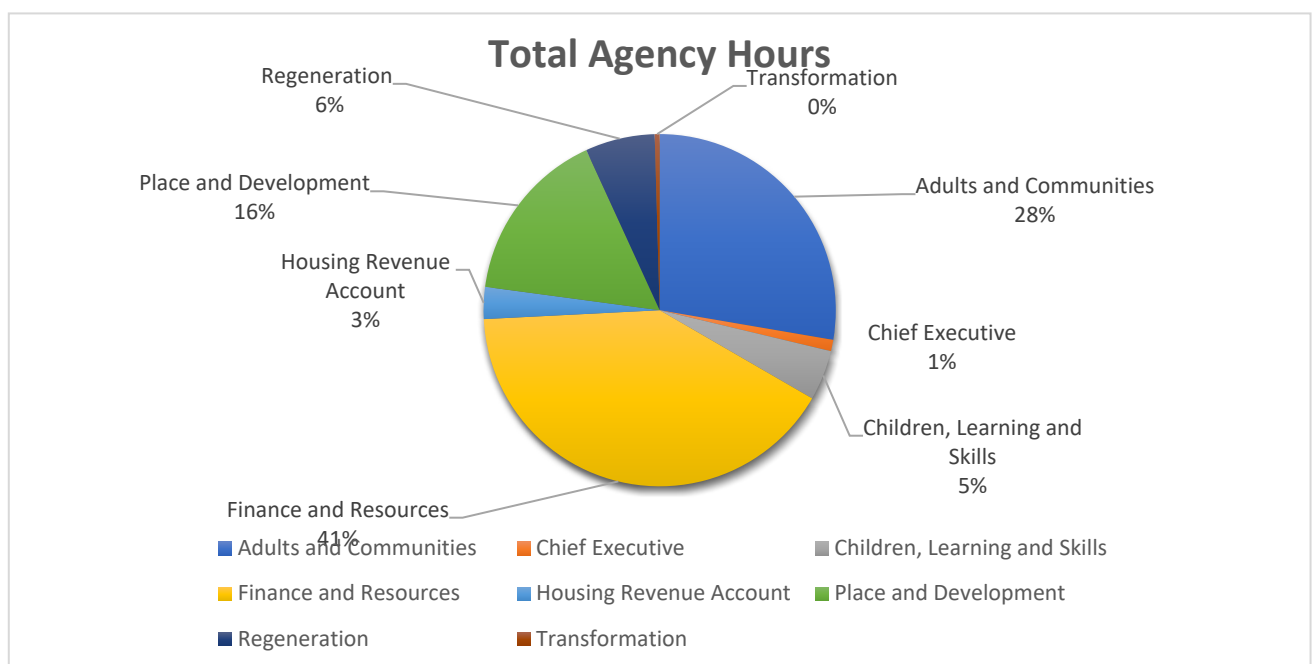
8. Monthly Live placements temporary / agency workers

Table 3 below illustrates the number of monthly 'live; placements of temporary / agency workers within the organisation during the months between November 2021 to March 2022.

Table 3– Live Placements by Month

Month End	Live placements at end of month	The percentage below represents the portion of agency worker vs our total workforce	Increase - ↑ Reduction - ↓ Unchanged - ↔
November 21	225	19%	↑
December 21	237	20%	↑
January 2022	237	20%	↔
February 2022	254	23%	↑
March 2022 as at 18.03.2022 (please note this is not a full months data)	251	pending	pending

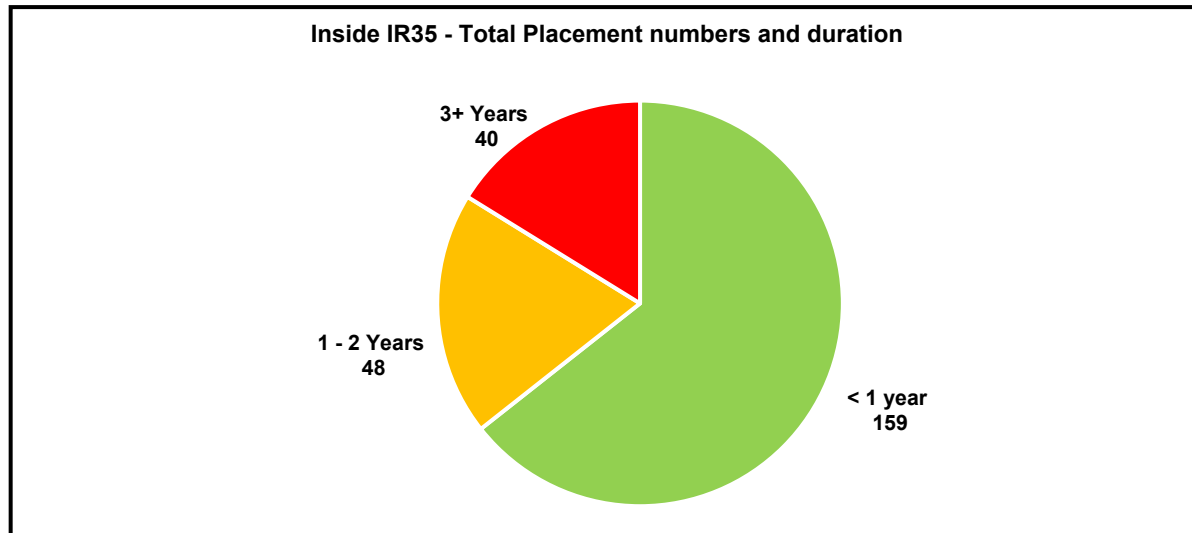
Chart 1 below shows where the highest percentage of use of temporary / agency workers has been in Finance and Resources, followed by Adult Social Care.



9. Duration of Placements – this remains unchanged

Chart 2 below shows the total number of placements and duration of agency workers (inside of IR35) that have been engaged with the council over the last quarter. This shows workers that have been with the Council up to four years.

Chart 2 – Total placements and length of placement – This data remains unchanged



55 workers that are outside IR35 have not been included in the data above. These workers have been engaged on specialist projects or have specialist skills.

Table 4 – Categories of roles & length of placement of current workers

Sum of Number of Placements – Inside IR35	Column Labels			
Categories of Roles	< 1 year	1 - 2 Years	3+ Years	Grand Total
Admin & Clerical	14	2	4	20
Education including Early Years	35			35
Executive	43	6	5	54
Facilities & Environmental Services	1			1
Financial	2			2
Housing	9	3		12
Housing, Benefits & Planning		5	10	15
IT	5	4		9
Management		2	1	3
Manual Labour	13	13		26
Planning		1		1
Revenues / Benefits	5	2		7
Social & Healthcare Non-Qualified	17	5	6	28
Social & Healthcare Qualified	15	5	14	34
Grand Total	159	48	40	247

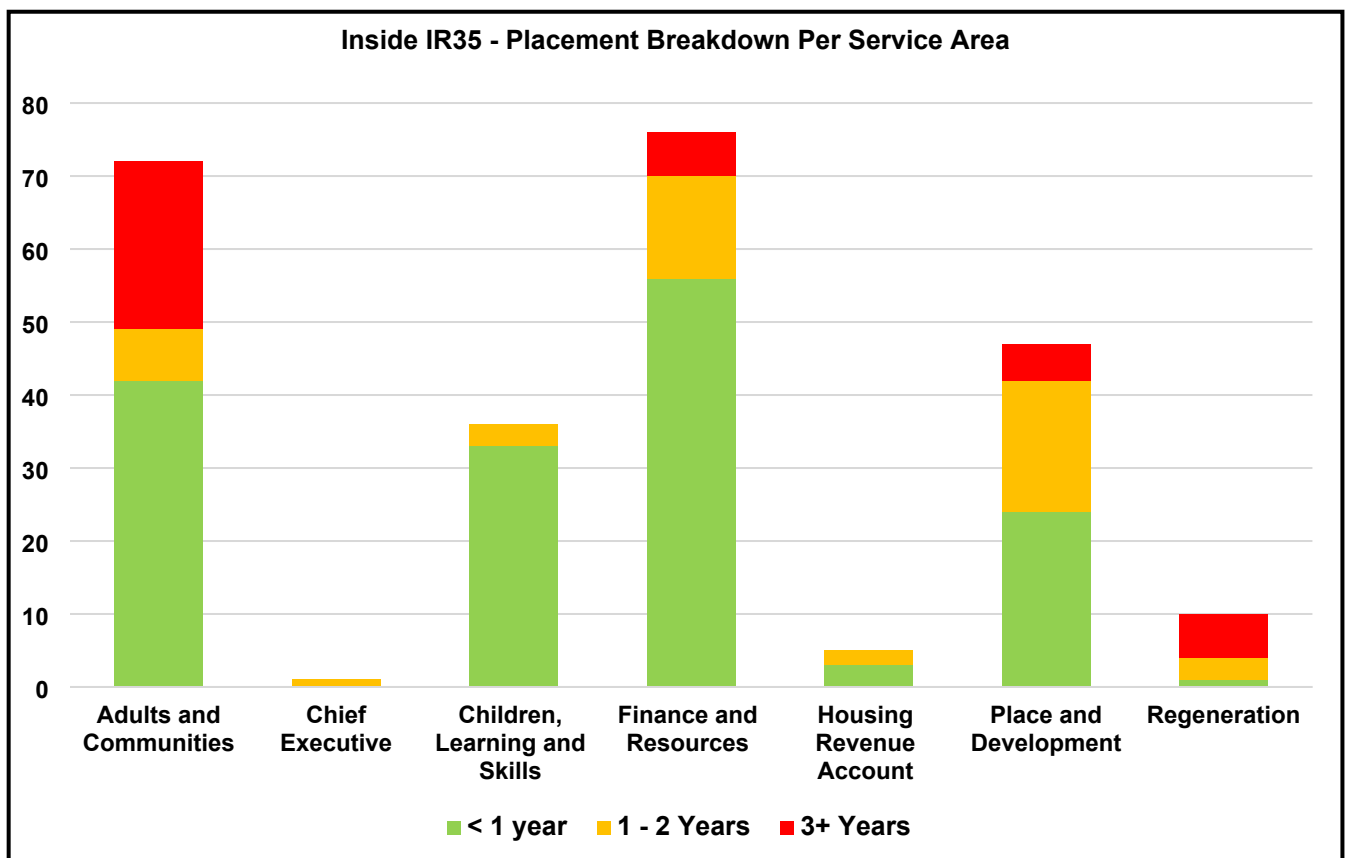
This data was accurate as at 9th March – hence the difference from above.

The table above shows there are 40 placements which have had an agency / temporary worker more than 3 years. Most of these placements are covering hard to recruit to posts such as Social & Healthcare professions, Housing Benefits & Planning.

Appendix 1 also highlights the roles of all agency/temporary workers we have engaged, which includes the hard to fill roles.

Chart 3 below shows the length of placements by Directorate, this identifies Finance and Resources as having the highest number of placements. The Council has engaged finance specialists to support the recovery work in relation to the S114 notice and the DLUHC directions. Overall Adults and Communities have had most placements in the category of 3 years and above. Again, these placements are covering hard to recruit to posts in the Social & Healthcare profession.

Chart 3 - Breakdown per Service Area and length of placement – this remains unchanged data from last report



10. Matrix efficiency saving project

- 10.1 Each month work continues within each directorate to encourage agency workers to move into permanent vacant positions where posts have received approval to engage workers into.
- 10.2 Agency worker renewals continue to be monitored requiring a business case approval at the Expenditure Control Panels to enable relevant scrutiny and challenge, with directorate discussions to reduce the spend.
- 10.3 The HR Business Partnering team’s on-going work with each of the directorate managers on reviewing their current usage of agency workers will continue to remain a priority.

11. Appendices

Appendix 1 – Summary of specific types of roles of all agency/temporary workers
Appendix 2 - Cost difference of employing an Agency staff vs Permanent staff

12. Background Papers

None

Appendix 1 – Summary of specific types of roles of all agency/temporary workers

Job Title	Job Category	Services	Directorate
Support Worker (Level 2)	Social & Healthcare Non-Qualified	Adult Social Care Operations	People (Adults)
Qualified Social Worker (Level 7) (20)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
CONTACT TRACER COVID-19 (15)	Public Health	Public Health	People (Adults)
Group Manager	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
Commissioning Professional -SEND	Commissioner	Commissioning Team	People (Adults)
Interim Consultant Public Health	Public Health	Public Health	People (Adults)
Long-term Occupational Therapist Practice Manager (2) OT Standby Level 7 – (7)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
Early Years Practitioner (20)	Education including Early Years	Children, Learning and Skills	People (Children)
Planning & Strategy (3)	Housing, Benefits & Planning	Building Management	Regeneration
Planning Officer (Level 7) (Housing)	Planning	Planning and Transport	Regeneration
Project Officer/Implementation Officer	Housing (People) Services	Place & Development	Place
Operative (51)	Manual Labour	Direct Service Organisation (DSO)	Place
Housing Revenue; Housing Needs (6)	HRA Housing Development	Management	Place
IT Server Engineer (1)	IT	Digital and Strategic IT	Corporate Operations
IT Project Manager (1)	IT	Digital and Strategic IT	Corporate Operations
IT Infrastructure Engineer (1)	IT	Digital and Strategic IT	Corporate Operations
Desktop Support Analyst (6)	IT	Digital and Strategic IT	Corporate Operations
Digital and Strategic IT Support (5)	IT	Digital and Strategic IT	Corporate Operations
IT Support roles (working on S114)	IT	Digital and Strategic IT	Corporate Operations
Customer and Communications	Revenues / Benefits	Customer – Awaiting funding ESFA	Corporate Operations
Customer and Communications	Revenues / Benefits	Housing, Benefits & Planning	Corporate Operations
Agresso technical Support (8)	Agresso Technical support	People / Finance Services	Corporate Operations
Principal Financial Analyst (6)	Finance	Finance	
Finance Business Partner, Lead; Financial Assessment, Commercial; Financial Assessment (15)	Executive - Covering live vacancies	Finance	Corporate Operations

Appendix 2 - Cost difference of employing an Agency staff vs Permanent staff

Level	Job titles	No. of roles	Temporary Hourly Rate	Value to workers	Value paid to agency	Total Paid for Agency costs (1)	Total no. of hours invoiced	Mid-Point Hourly Rate SBC	PAYE Equivalent cost (incl On Costs) (2)	Percentage Difference [[1]/(2)]x100]-100
4	Customer Service Advisor (Level 4)	6	£ 9.23	£ 4,624.23	£ 1,350.55	£5,974.78	501.00	£ 10.30	£6,708.39	10.94
7	Desktop Support Analyst	7	£ 25.70	£ 62,309.65	-£ 1,946.45	£60,363.20	2424.50	£ 19.67	£61,996.89	2.63
6	Financial Assessment Benefits	2	£ 22.50	£ 16,025.63	£ 5,525.87	£21,551.54	712.25	£ 16.74	£ 15,499.98	39.04
7	Housing Needs Officer (Level 6)	4	£ 16.13	£ 19,178.57	£ 7,283.11	£26,461.68	1189.00	£ 19.67	£ 30,403.92	12.97
6	Housing Officer (Level 6)	2	£ 15.15	£ 9,862.65	£ 3,631.83	£13,494.48	651.00	£ 16.74	£ 14,167.06	4.75
6	Operative	26	£ 14.32	£ 59,399.36	£ 6,210.91	£65,610.27	4148.00	£ 16.74	£ 90,268.78	27.31
7	OT (Standard) (Level 7)	7	£ 30.68	£ 68,447.08	£ 16,540.21	£84,987.29	2231.00	£ 19.67	£ 57,048.90	48.97
6	Project Officer/Implementation Officer (fixed term)	5	£ 25.00	£ 39,512.50	£ 16,851.80	£56,364.30	1580.50	£ 16.74	£ 34,394.84	63.87
7	Qualified Social Worker (Level 7)	16	£ 28.13	£102772.96	£ 41,191.24	£143,968.20	3653.50	£ 19.67	£ 93,423.65	54.10
10	Qualified Social Worker + AMHP	4	£ 26.90	£ 30,060.75	£ 20,037.45	£50,098.84	1117.50	£ 29.31	£ 42,580.10	17.66
6	Revenues Officer	1	£ 22.30	£ 6,216.13	£ 2,324.77	£8,540.90	278.75	£ 16.74	£ 6,066.16	40.79
7	Senior Building Control Surveyor	2	£ 44.96	£ 30,145.68	£ 13,840.17	£43,985.85	670.50	£ 19.67	£ 17,145.36	156.54
10	Senior Planning Officer (Executive)	1	£ 36.03	£ 13,042.86	£ 6,237.26	£19,280.12	362.00	£ 29.31	£ 13,793.29	39.77
5	Sessional Tutor (Level 5)	7	£ 25.25	£ 9,468.75	£ 3,463.01	£12,931.76	375.00	£ 13.78	£ 6,717.75	92.55
6	Youth Worker - Personal Development PHSE (Level 6)	5	£ 15.10	£24,892.35	£ 8,539.76	£33,432.11	1648.50	£ 16.74	£ 35,874.66	6.80
Grand Total				£495,959.14	£ 150,981.49	£646,940.63	21543.00		£526089.3	22.97

The highlighted posts above indicate the posts where it is less expensive to engage agency workers. The list above costs the council £120,851.33, more for employing agency workers than for direct employees. However, agency workers are not entitled to any time off as paid annual leave and are not entitled to sick pay or any future pension/redundancy or other liabilities.

Note

The hours multiplied by the council hourly rate, is then a sum, which has “oncosts” for employer pension and employer National Insurance costs added, to reflect actual employer costs. Hidden costs for annual leave, sickness and employment cases are not included in this calculation.

SLOUGH BOROUGH COUNCIL

REPORT TO:	Employment & Appeals Committee
DATE:	12 th April 2022
CONTACT OFFICER/S:	Surjit Nagra AD Customer / HR
AUTHORS:	Belinda Collins – Interim HR Group Manager
(For all enquiries)	(01753) 875727
WARD(S):	All

PART I
FOR INFORMATION**ANNUAL WORKFORCE REPORT****1 Purpose of Report**

- 1.1 This is the first annual report that provides information on the workforce i.e., staffing levels, diversity, and demographics of the current workforce. This report will be used as the basis of all future annual workforce reports.

2 Recommendation(s)/Proposed Action

- 2.1 The Committee is asked to note the annual workforce profile for 2021/22.

In future years this report will be presented in July to ensure the data captures the full year effect.

3. Headlines

- 3.1 This section contains information about the non-schools' workforce as of 17th March 2022. In future years these figures will show comparative data with previous years information.

Please refer to Appendix A which shows the Workforce Profile Information (March 2022), which provides a breakdown of staffing levels, agency numbers, gender profile etc.

Staffing levels

- 3.2 The councils' current full time equivalent (FTE) staffing is 918.46 (1005 headcount). Please note that from the previous report the headcount figure has decreased due to leavers between January – March 2022 (Please see Appendix A – Leavers Information). We are developing a strategy and action plan to address recruitment and retention.

- 3.3 There are 769 full time (77%) employees and 236 (23%) part time employees. This reflects the council's approach to engaging with part time workers.

Agency Workers

- 3.4 There are a total of 251 agency workers (as of 17th March) across the council which are covering permanent roles and project work. This number is fluctuating as any gap presented by staff leaving are filled with agency / temporary workers especially in difficult to recruit posts. The increased agency rates are for service critical roles (eg finance) which continues to put pressure on agency expenditure.

Gender

- 3.5 The councils' gender is currently made up of 61% female and 39% male. This is typical of a local authority profile which delivers social care functions.
- 3.6 Analysis of salary bands indicate that women are represented across all the bands. Highest number of female employees fall within levels 4 – 6. The bar graph (in Appendix A) indicates that there is a higher proportion of females to males in the SML & Other levels category (which 'includes Advisory Teachers, Educational Psychologists as well as Associate Directors and Executive Directors).

Ethnicity Data

- 3.7 The ethnicity data is difficult to assess as there are 578 (57.5%) employees who have not disclosed their ethnicity details. We are taking action through increased awareness and targeted communications to increase staff confidence to encourage employees to disclose their equalities information. This will be done through messaging through the self-serve module on the HR/ Payroll Agresso system requesting staff to complete the relevant data fields and through staff messages in the all user Newsround bulletin. We will explain that it helps us to monitor the impact of key policies and decisions. However, it is important to recognise and respect that the provision of such information is a personal and optional choice for staff.

The ethnicity profile of our workforce is as follows:

- 15.7% Asian or Asian British
- 5.7% Black or Black British
- 0.5% Chinese or other Ethnic Group
- 1% Mixed
- 19.6% White
- 57.5% Undisclosed

Disability Data

- 3.8 The disability profile of our workforce is as follows:
- 7% have declared a disability
 - 22% disclosed they were non disabled
 - 5% preferred not to state their disability
 - 66% have not disclosed their disability status

- 3.9 In both data sets for ethnicity and disability, we have requested that employees complete this information on their records as explained above.

Age Profile

- 3.10 The age profile of the council shows that most of the workforce are aged between 35 and 64.

16 – 24	4%
25 -34	13%
35 – 44	27%
45 – 54	29%
55 – 64	26%
65+	1%
TOTAL	100%

Leavers details

- 3.11 The number of staff that left the council during the calendar year 2021 was 307. The highest reason for leaving was voluntary resignation, followed by redundancy. The elevated levels due to redundancy is because of the last restructure of the council.
- 3.12 The table on page 6 shows a detailed breakdown of the reasons for leaving for the period Jan – March 2022.

Apprenticeships

- 3.13 The council continues to run a successful apprenticeship programme. Currently there are 22 employees in the council on apprenticeship programmes and 16 have completed their apprenticeships. The apprentices are within services such as building control, planning and transport and occupational therapy and are part of the grow your own scheme.

Mandatory Training

- 3.14 The programme for mandatory training is embedded in the organisation and compliance is increasing. It should be noted that due to turnover this is also impacting the compliance figures. However, to December the annual compliance rate for the first 9 months of the year was 77.8% and up to 17th March 2022, the compliance rate is 82.26%.

The training requirements and method of delivery is being reviewed by Corporate Leadership Team to ensure the training is high quality and effective, as well as reviewed methods of promoting the training to ensure maximum uptake. Please note that the rate will always be affected by staff absence on maternity leave and sickness and by starters and leavers, therefore the rate is unlikely to ever get up to 100%.

Return to Office

- 3.15 The council is working with service areas to identifying the new ways of working and how staff are returned to the office space. Services are engaging with the staff teams to look at the most effective way of delivering the services to our residents ensuring the different models of delivering services arising from the last two years is factored into this. There are no firm numbers available as to how many staff are back in the offices.

Market Supplements

- 3.16 The number of posts that currently are in receipt of a market supplement are 38 posts. These posts include Mental Health Social Workers, Electoral Services Manager, Business Development Manager, Networks Lead, Superintendent Registrar, Highways Development Lead, Planning Policy Manager, Principal Planning Officer, Development Manager (Planning) Senior Housing Regulations Officer, Principal Trading Officer, Principal EHO ford Safety Officer. These posts are awarded a market supplement through a review process which benchmarks salaries against other local authorities and where there are recruitment challenges.

4. Health & Safety Information

4.1 Accident and Incident Data

The table below shows the number of accidents and incidents that were reported to the health and safety team and those that required reporting as RIDDOR incidents as required by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulation 2013 to the Health and Safety Executive.

RIDDOR puts duties on employers, the self-employed and people in control of work premises (the Responsible Person) to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).

Criteria	2021
Number of Accidents/Incidents reported (SBC)	81
No of RIDDOR	2

4.2 Below are details of the two RIDDOR reported accidents in 2021

- June 2021: DSO - IP was exiting a refuse cab vehicle, in doing so stepped onto a bottle and their ankle rolled over.
- October 2021: Slough Crematorium - IP was lifting 20L water bottle onto a van, in doing so IP injured their back.

4.3 Risk Assessments

The following are the risks assessments that were undertaken in 2021 by the health and safety team.

Criteria	2021
DSE Risk Assessments & queries	69

Eye test Vouchers issued	52
Stress Risk Assessments & queries	12
Pregnancy Risk Assessments & queries	5
Back to Work Risk Assessments & queries	16

Updates

- There has been an increase in DSE risk assessments and queries since 2019 due to the COVID pandemic and working from home.
- There was a decrease in eye test vouchers during 2020 due to the lockdown and opticians being shut and only undertaking emergency appointments, but this has increased since last year.
- There has been a gradual increase over the last 2 years because of stress risk assessments due to the COVID pandemic and staff feeling isolated as well as the transformation programme.

5. Next Steps

- 5.1 The council is constantly reviewing the workforce data to ensure accuracy across the organisation. However, due to the level of change experienced within the organisation over the last 2/3 years this has been an ongoing challenge. Establishment reports are now available for managers to review and monitor their workforce data in their own service areas.
- 5.2 The workforce data will underpin the recovery and renewal programme and HR will support the programme focusing on the following key themes. These themes will be translated into a People Strategy and detailed action plans will flow from this to meet short, medium and long-term actions.
- developing our Staff
 - engaging our staff.
 - supporting our staff
 - rewarding and recognising our staff's performance
 - create a positive workplace culture
 - employer of Choice
 - managing Change effectively
- 5.3 A future report will be presented to the committee in October 2022, which will outline the people strategy including the formal action plan to cover the work that is required to achieve the above.

6 Appendices

Appendix A – Workforce Profile Information – March 2022

7 Background Papers

None

This page is intentionally left blank

WORKFORCE PROFILE INFORMATION – MARCH 2022

The data below reflects the organisation as a snap shot in time in March (please note this data does move on daily basis which reflects the movement of staff during the course of business as usual).

Staffing Levels

The council headcount and FTE are shown below (in the below table), currently the organisation has a 25% vacancy factor.

Employees headcount	1005 (918.46 FTE)
Vacancies	254 (255 FTE)

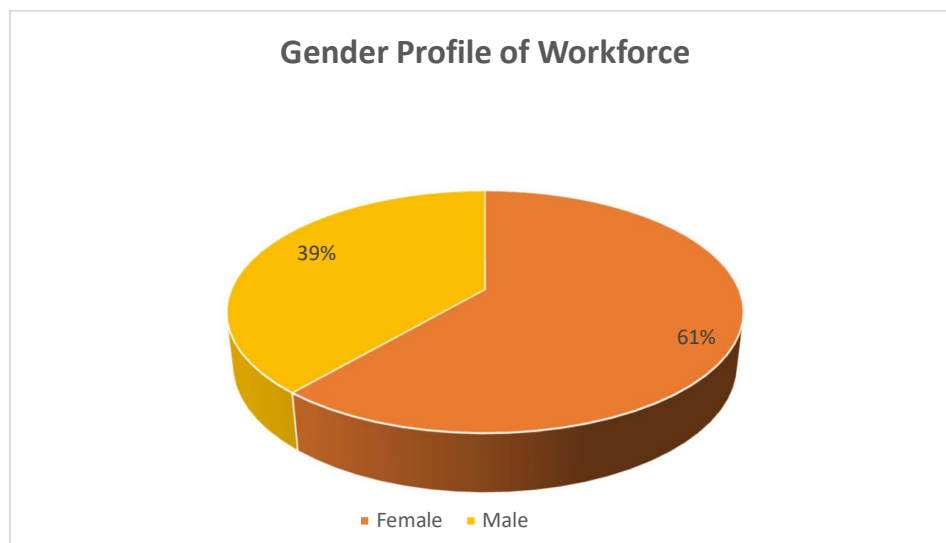
Agency Numbers

Below is a summary of active agency workers either covering vacant posts or undertaking project work who are active as at March 17th 2022.

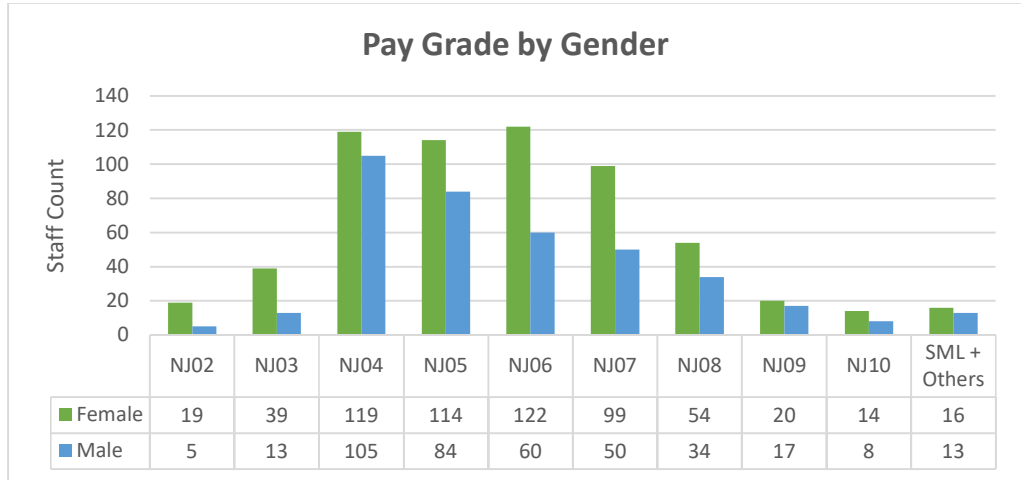
Agency Workers (Inside IR35)	202
Agency Workers (Outside IR35)	49

Gender Profile of the workforce

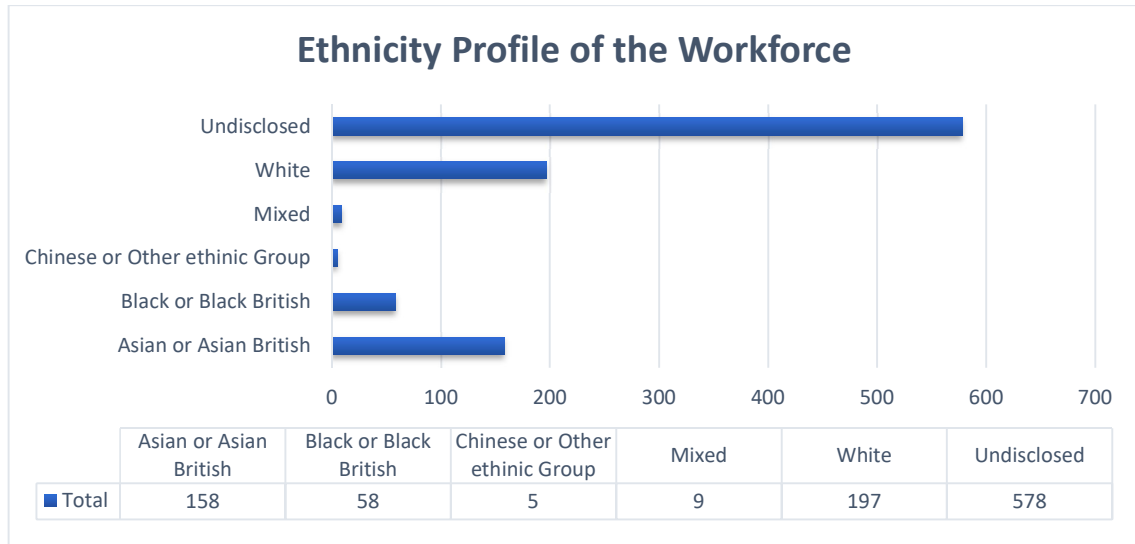
Gender	Total
Females	616
Males	389
Grand Total	1005



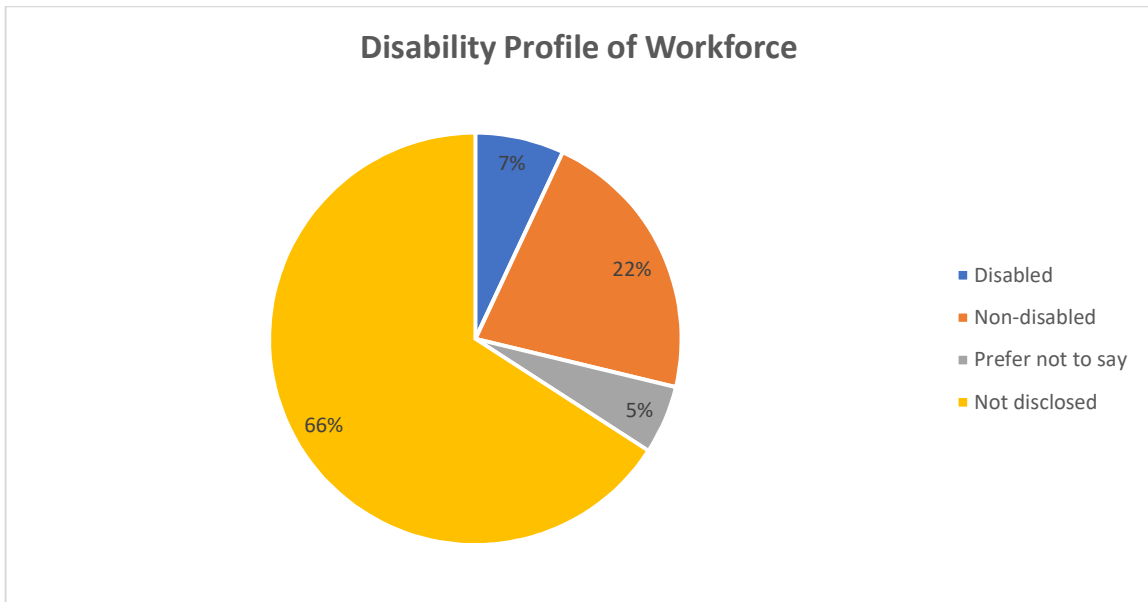
Pay Grade by Gender Profile



Ethnicity Profile of the workforce

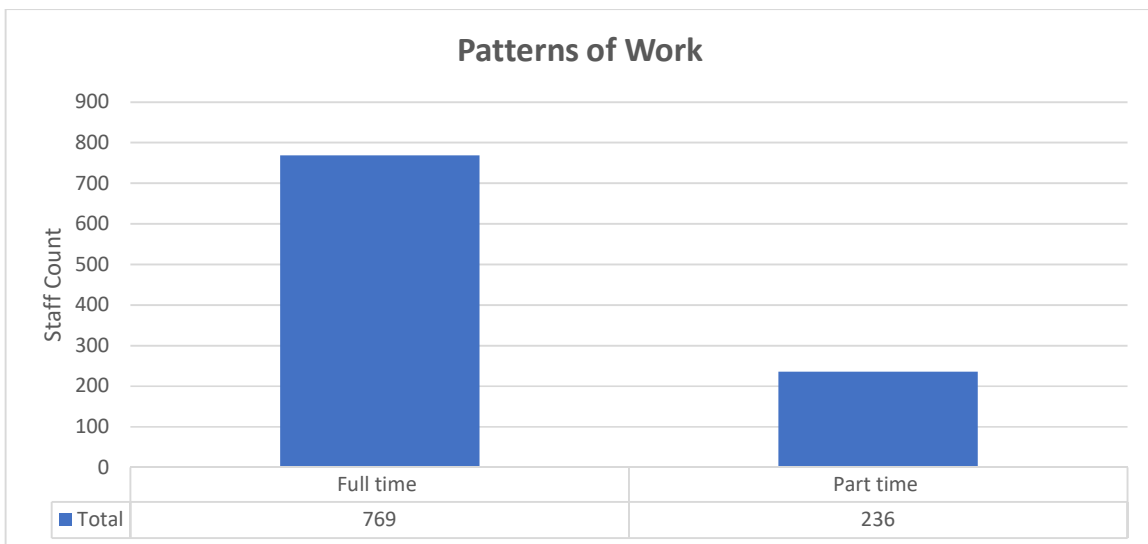


Disability Profile of the workforce

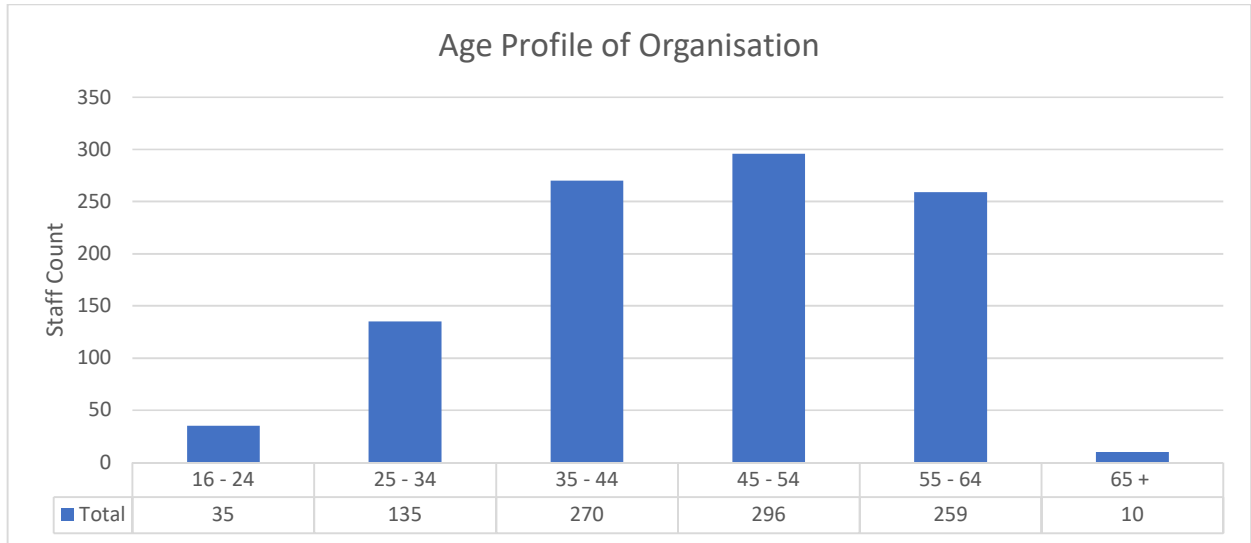


Patterns of work

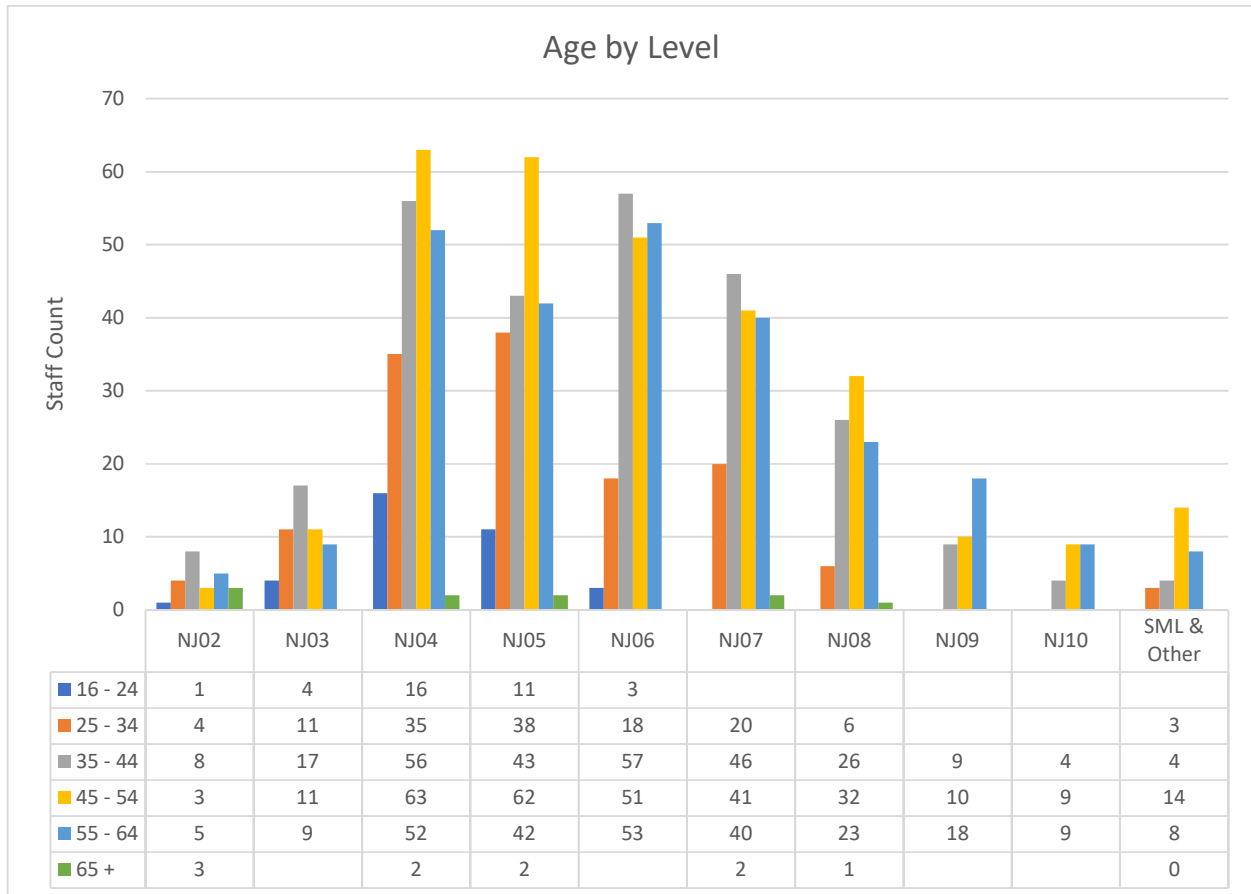
Working Pattern	Total
Full time	769 (77%)
Part time	236 (23%)
Grand Total	1005



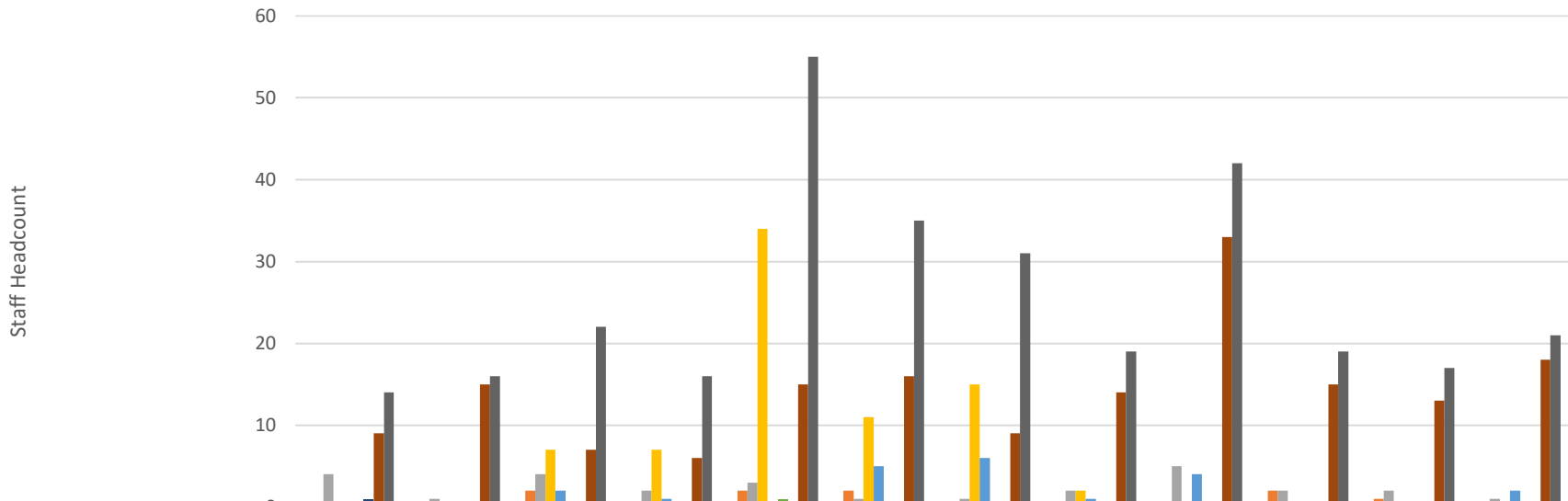
Age Profile of the organisation



Age by Pay Level Profile

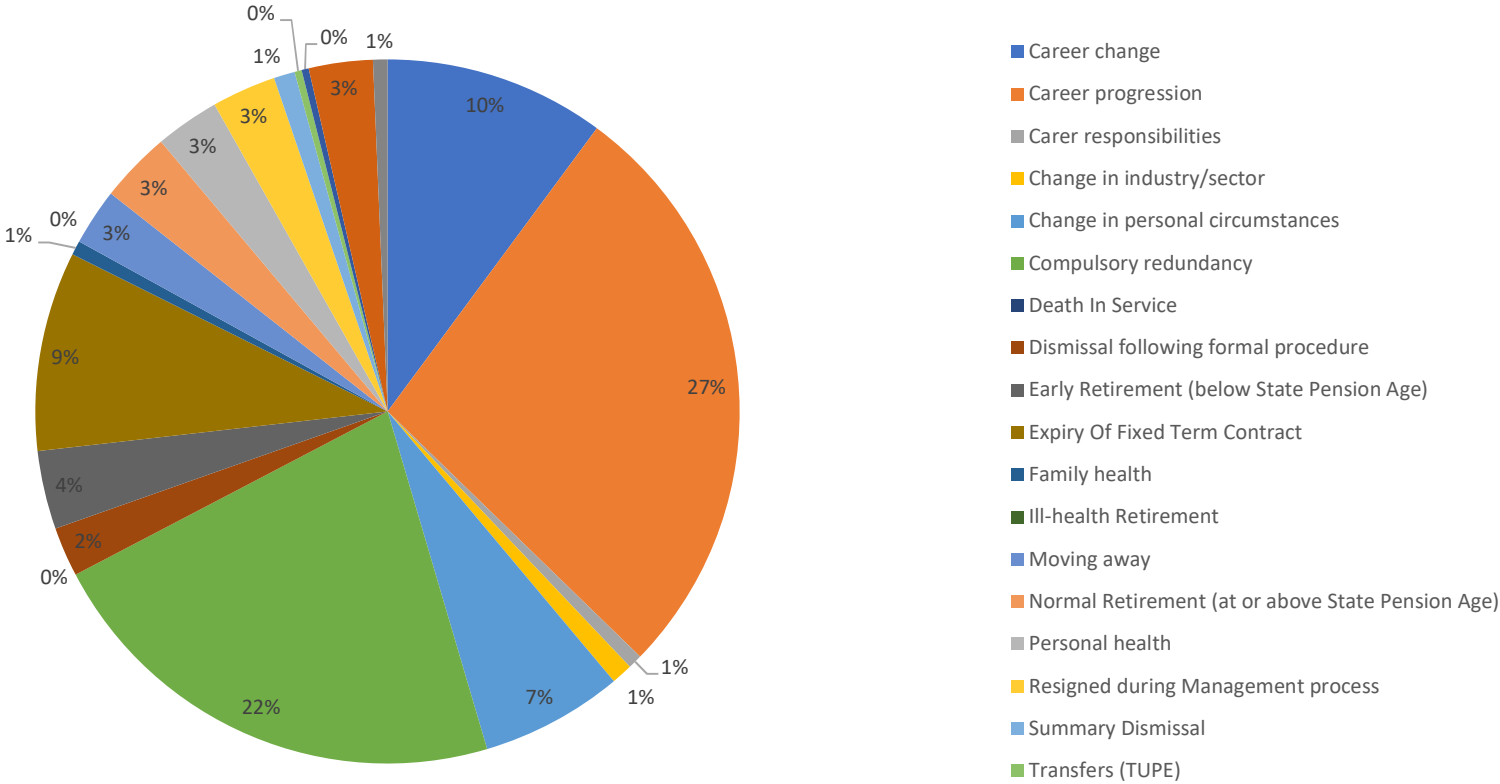


Leavers 2021 - Reasons for Leaving



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
■ Death In Service												
■ Dismissal			2		2	2				2	1	
■ Expiry Of Fixed Term Contract	4	1	4	2	3	1	1	2	5	2	2	1
■ Redundancy			7	7	34	11	15	2				
■ Retirement			2	1		5	6	1	4			2
■ Transfers (TUPE)					1							
■ Unsuccessful Probation	1											
■ Voluntary resignation	9	15	7	6	15	16	9	14	33	15	13	18
■ Grand Total	14	16	22	16	55	35	31	19	42	19	17	21

Leaver Information - Further details (2021)



Leavers

The table below shows a snapshot of leavers between January 2022 to March 2022 and the reasons for leaving with a further details of the reason

No of Leavers	Reasons for leaving	Further details of reason
64	Voluntary resignations	Career progression (31) Change in career (15) Change in personal circumstances (7) Carer responsibilities (2) Moving away (4) Family / Health (1) Personal health (2) Resigned due to management process (2)
5	Dismissed	Dismissal following formal procedures
7	Retirement	4 x Normal age retirement, 2 X ill-health 1 x Early retirement
5	Fixed Term Contract ended	Expiry of FTC
78	Total	

Apprenticeship Programmes

The table below shows information in relation to the Apprenticeship programme.

Current Apprentices on Programme	TOTAL 22 in Flight as@ 17/3/2022
People Adults	11
Place & Community	6
People Children	5
Corporate Operations	0

No. of Completed Programmes	TOTAL 16 as @ 17/3/2022	Completed 2019-2020	Completed 2020-2021	Completed 2021-2022
People Adults		3	4	3
Place & Community		0	0	0
People Children		0	5	0
Corporate Operations		0	0	1

MANDATORY TRAINING

This is a breakdown on Mandatory training information as at March 2022.

	MANDATORY MODULES	COMPLETED % AT 6/12/2021	COMPLETED % AT 18/3/2022
	Overall %	77.8	82.26
1	Information Security including GDPR	77.2	81
2	Whistleblowing with Confidence	78.2	84.1
3	Introduction to Health & Safety	77.9	82.6
4	Display Screen Equipment	76.6	79.6
5	Equality in the Workplace	77.7	83.2
6	Prevent	79.4	82
7	Modern Slavery & Exploitation	76.6	82.5
8	Joint Safeguarding Awareness	79.1	83.1

MEMBERS' ATTENDANCE RECORD 2021/22

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	12/07/21	19/10/21	20/01/22 (moved to 16/02)	16/02/22	12/04/22
Ali	P	P		Ap	
Basra	P	P		P	
Bedi	P	P		P	
Brooker	P	P		P	
Carter	P	P		P	
Dhaliwal	P	Ap		P	
Gahir	P	P		P* (from 6.40pm)	
Qaseem	P	Ab		P* (from 6.50pm)	
Smith	P	P		P	

P = Present for whole meeting P* = Present for part of meeting Ap = Apologies given Ab = Absent, no apologies given

This page is intentionally left blank